

Operations Brigade S3 Replaced by Operations Battalion

**A Monograph
by
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Abstract

OPERATIONS BRIGADE S3 REPLACED BY OPERATIONS BATTALION by MAJ Brad K. Burns, United States Army, 43 pages

In 2009, Lt. Gen. Thomas G. Miller, Commander, First Army, directed the development and implementation of an improved method to train and certify deploying units. Lieutenant General Miller directed First Army's operations and training support units to consolidate to seven Mobilization Training Centers. The changes included the addition of two battalions under the existing structure of the Operations Brigades. The Plans, Exercise, Maneuver, and Control Battalion are responsible for training and exercises. The Operations Battalion provides First Army Division's situational understanding of all mobilized unit activities by combining the roles and responsibilities of the Operations Brigade S3 section. The author conducted several interviews with soldiers and civilians personally involved with the transformation of First Army. Research included internet websites of First Army and examining Reserve Component training issues to help determine the need of an operations battalion. Reserve Component mobilizations across the Army evolved quickly causing confusion over responsibilities and relationships, resulting in reserve units arriving to theater unprepared. One of First Army's goals in the reserve mobilization process was to ensure that major reserve commands addressed the planning and synchronization, to include carrying out requirements of deploying units. First Army developed a proven method to train the reserve component in the mobilization process over the years and sought the opportunity to remain the primary reserve component trainer during war and peacetime.

TABLE OF CONTENTS

ILLUSTRATIONS	v
Introduction	1
First Army's Goal as Primary RC Trainer.....	4
The RC Mobilization Process.....	5
CTC-like Capability at MTCs	12
Ops Battalion replaces the Ops Brigade S3.....	14
Ops Battalion Resembles Ops Group at CTC	15
The Need for MTC	17
Why First Army? Structure and Multi-Components	18
Reorganization MTC Locations CTC-like capabilities	19
How First Army will be RC Primary Trainer During Peacetime	22
Reduce Costs while Maintaining an Operational Reserve	24
History of the RC in Past Conflicts	26
First Army Managing the RC ARFORGEN/Training Process	29
Way Ahead	37
Conclusion.....	40
APPENDIX 1: ACRONYMS.....	44
BIBLIOGRAPHY	48

ILLUSTRATIONS

	Page
Figure 1: Cycle Within a Cycle.....	6
Figure 2: Training Management.....	7
Figure 3: Train/Validate	8
Figure 4: Train to Sustain.....	8
Figure 5: Single Integrated Training Plan Collaborative Process	10
Figure 6: Roles in a Single Integrated Training Plan	11
Figure 7: Army Combat Training Center	14
Figure 8: 3-410th Engineer/Operations Battalion Army Combat Training Center	16
Figure 9: Personnel Strength of the Ready Reserve.....	27
Figure 10: ARFORGEN Cycle Model for Active/Reserve Components.....	31
Figure 11: Transforming Training Support	33
Figure 12: Training Support Concept Driven by ARFORGEN	36
Figure 13: Regional Collective Training Centers.....	39

Introduction

As of September 2012 the United States will have been engaged in continuous conflict for twelve years. The prolonged war on terrorism created military requirements that the United States' active-duty military forces could not sustain alone. Reserve forces from the Marines, Air Force, Navy, Army Reserves, Army National Guard and Air National Guard have been consistently tasked to serve alongside the active duty components. As the active component (AC) and the reserve component (RC) forces conducted their wartime missions, it became evident that the reserve soldiers lacked the training needed prior to entering a theater of operation. The result from the lack of training surfaced publicly and discredited the United States.

Prisoner abuse exposed at Abu Ghraib prison in Iraq between October and December 2003 highlighted the need for modifications in detainee protocols and prompted a change in training for reserve units tasked with prison operations. The subsequent investigation of the incident noted that the United States Army Reserve's 372nd Military Police Company from Cresaptown, Maryland lacked the proper initial training known as pre-mobilization training required to adequately facilitate a correctional facility operations in theater. Criminal investigations by the Army determined that this inadequate detainee operations training contributed to several incidents of torture that ultimately damaged the creditability of the United States and the nations' soldiers serving in Iraq and abroad. The criminal activity uncovered in the prison scandal led many in the broader Muslim community to question both the overall intentions of the United States' actions in Iraq and Afghanistan but also their perspective of President George W. Bush's Administration, perceiving a general appearance of disrespect toward Arabs as a whole.¹

¹Martin Frost, "Abu Ghraib Torture and Prisoner Abuse," www.martinfrost.ws/htmlfiles/abughraib2.html (accessed 19 June 2012).

Many Arabs and Muslims associated the criminal actions with apparent American attitudes of general disrespect and violence against their populations and Islam itself. The United States government, however, argued that the abuses did not reflect the country's culture or its leadership ethos. Furthermore, official statements indicated that the events were the results of a very small number of actions taken by low-ranking soldiers despite many accusations by outsiders that they were ongoing and day-to-day routines that must have been known and ordered by the chain of command.² The United States Army eventually charged seven soldiers with dereliction of duty, maltreatment, aggravated assault, and battery. All of the charges led to the soldiers being found guilty, sentenced to prison, and dishonorably discharged. The commander of the prison, Brigadier General Janis Karpinski, was removed from command and demoted to colonel.³ Despite the judicial actions taken by the Army to rectify the situation, RC pre-mobilization training shortfalls surfaced, requiring a standardized approach for training and deploying Reserve units.

In 2005 the United States Army Forces Command (FORSCOM), the higher headquarters (HQ) of First and Fifth Army, shifted Fifth Army's reserve training mission to First Army as Fifth assumed the title of U.S. Army North. Previously, Fifth Army's area of responsibility (AOR) was the Western United States.⁴ First Army's mission is now to advise, assist, and train National Guard and RC units during pre-mobilization periods.⁵ It directs mobilization, training support, readiness validation, and deployment of alerted units, as well as the process to demobilize RC forces in accordance with Department of the Army (DA) and FORSCOM

²Ibid.

³Ibid.

⁴Fifth US Army, "In Peace Prepare for War," *Global Security*, <http://www.globalsecurity.org/military/agency/army/5army.html> (accessed 14 August 2012).

⁵Headquarters, First Army, <http://www.first.army.mil/content.aspx?ContentID=200> (accessed 30 July 2012).

directives.⁶ FORSCOM tasked First Army, under the command of Lieutenant General (LTG) Russel L. Honoré, to provide training and support in conjunction with the Army Forces Generation (ARFORGEN) model in order to standardize the approach for deploying National Guard and Reserve units. Three years later, LTG Thomas G. Miller, Commander of First Army, directed the development of a method to train and validate deploying reserve units going into combat operations in an effort to further the standardization process initially set in motion after the Abu Ghraib investigations.⁷

LTG Miller's directives meant to improve and streamline First Army's operations and training support by consolidating the broader organization into seven Mobilization Training Centers (MTCs) at Fort Lewis, Fort Bliss, Fort Hood, Fort Dix, Camp Shelby, Camp Atterbury, and Fort Knox. Furthermore, the MTCs' purpose was to concentrate on training reservists for their specific missions while maintaining the ability and flexibility to support other missions directed by the Army in the future.⁸ The organizational restructuring was followed immediately by a change in the training process that resulted in each operations brigade adding two battalions—a Plans, Exercise, Maneuver, and Control (P/EMC) battalion and an operations battalion. First Army's organizational transition after the Abu Ghraib investigations materialized out of a desire to correct training flaws within the RC and streamline a dysfunctional process surrounding deploying RC units. This transition effectively moved the country's traditional reserves away from the age-old concept of a strategic reserve force into one that was fully integrated into the broader active duty deployment cycle known as an operational reserve. This move, however, raises the question, why LTG Miller replaced the operations brigades' traditional S3 staff section

⁶Ibid.

⁷Ibid.

⁸Lt. Gen. John M. Bednarek, First Army Commander reorganized to five Mobilization Training Centers in 2012. Fort Bliss, Texas; Fort Hood, Texas; Joint Base McGuire-Dix-Lakehurst, New Jersey; Camp Shelby, Mississippi; and Camp Atterbury, Indiana. HQ First Army, "Training for Today's Requirements and Tomorrow's Contingencies," *Association of the United States Army*, April 2012, 3.

with an operations battalion? If the intention of the reorganization was to better integrate RC units into the normal active duty deployment cycle, then why was the primary operational staff function stripped? This organizational and process change effectively replaced the operations brigade S3 section with a newly identified operations battalion.⁹ First Army's rationale for replacing an operations brigade S3 staff section with an operations battalion was to improve and sustain RC training through the ARFORGEN process. First Army intends to remain the primary RC trainer during peacetime by replicating Combat Training Centers (CTC) like capabilities at the MTCs. First Army realizes the importance of the RC and its involvement in past conflicts changed leading up to the invasion of Iraq and Afghanistan. First Army's goal is to maintain an operational reserve force and ensure the United States is prepared for future conflicts and natural disasters.

First Army's Goal as Primary RC Trainer

Since 2001 the Army has engaged in continual conflict in addition to the requirement of training the RC. More importantly, units and organizations responsible for supporting mobilizations have modified and adopted policies and procedures over time in order to effectively meet their mobilization responsibilities. RC mobilizations across the Army evolved quickly causing confusion over responsibilities and relationships, resulting in reserve units arriving to theater unprepared. One of First Army's goals in the reserve mobilization process was to ensure that major reserve commands addressed the planning, synchronization, while carrying out requirements of deploying units. This goal included all aspects of demobilization procedures for RCs and out processing requirements mandated by the Department of Defense (DoD) prior to the reservists Release From Active Duty (REFRAD) date. First Army developed a proven method to

⁹Lt. Col. Daniel Austin, interviewed by author, Fort Leavenworth, Kansas, 15 March 2012.

train the RC in the mobilization process over the years and sought the opportunity to remain the primary RC trainer during war and peacetime.

The RC Mobilization Process

Before mobilization, RC commanders are supported by available Army training assets and capabilities. Once mobilized, reserve units are under the command of First Army, which then assumes responsibility as the supporting command. The guidelines are important in order to follow the ARFORGEN Training Support framework for Deployed Expeditionary Force (DEF) and for Contingency Expeditionary Force (CEF) units in the Train/Ready Force Pool. As the DEF units mobilize they enter the Available Pool. The reserve unit remains the supported command for CEF units throughout the ARFORGEN cycle unless a Request for Forces designates them as a DEF unit and they are mobilized under Title 10 USC.¹⁰ The training support framework is designed to enhance the processes of ARFORGEN, Fragmentary Order 2 to DA Executive Order 150-08, and the Army training management model.¹¹ First Army's HQs primary responsibilities are to plan, synchronize, and program training support for deploying reservists. Its divisions prepare, integrate, and supervise the execution of the training support. It is the responsibility of the divisions' brigades to provide training support. Senior Advisors to the Army Guard facilitate collaboration between RC units within their AOR and First Army to enable synchronization of training support and set conditions for effective collective training and RESET. First Army developed an ARFORGEN Training Support for an Operational Reserve, the Cycle within a Cycle seen in figure 1 helps to understand the Pre and Post-Mobilization Training based model within ARFORGEN. Train/Ready 1 is the RCs responsibility for their units' individual readiness.

¹⁰Headquarters, First Army, "ARFORGEN Training Support for an Operational Reserve," 1 January 2010, 9.

¹¹Headquarters, Department of the Army, EXORD 150-08, *Reserve Component Deployment Expeditionary Force Pre and Post-Mobilization Training Strategy*, (Washington, DC: Government Printing Office, 2008).

Train/Ready 2 through Available focuses on the unit completing its collective tasks.¹²

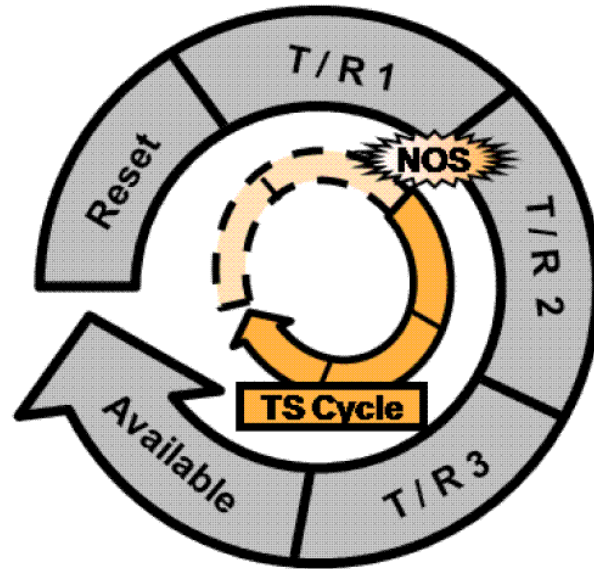


Figure 1: Cycle Within a Cycle

Source: HQ First Army. ARFORGEN Training Support for an Operational Reserve

First Army uses unit assessments and After Action Reviews that continually assess the training support model, the mobilization process, and training operations allowing the ability to exercise timely lessons learned. To ensure it has a common understanding of a unit's readiness status, First Army developed a three-phase model. Phase I: Training Management Notification of sourcing through Alert. Field Manual 7-0 defines training management as the process used to identify training requirements and subsequently plan, prepare, execute, and assess training.¹³ First

¹²Headquarters, First Army, "ARFORGEN Training Support for an Operational Reserve," 6.

¹³Headquarters, Department of the Army, Field Manual (FM) 7.0, *Training For Full Spectrum Operations*, (Washington, DC: Government Printing Office, 2008).

Army primarily advises and assists reserve units during this phase but also performs training functions within capability of the Train/Ready 2 training management periods seen in figure 2.¹⁴

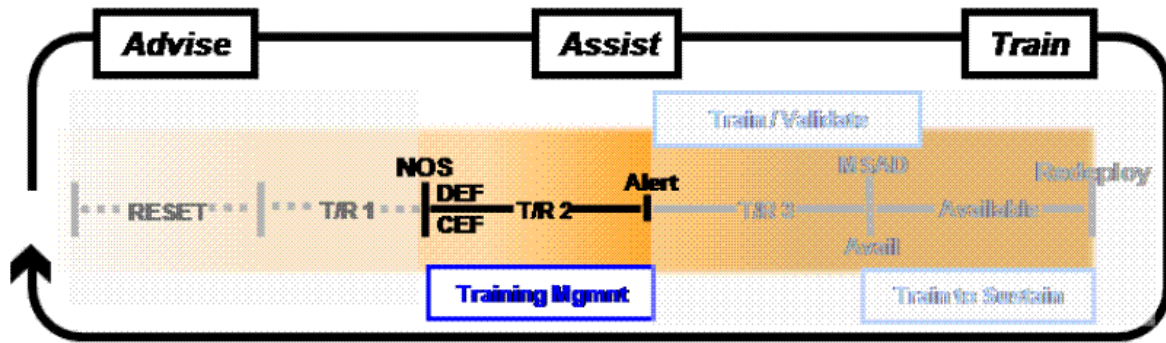


Figure 2: Training Management

Source: HQ First Army. ARFORGEN Training Support for an Operational Reserve

Phase II: Train and Validate the Force (Alert through Deploy/Available). As a result of AAR's from recent wars, analysis of the future operating environment, with the requirement to support a balanced strategy, the Army developed an operational concept of Full Spectrum Operations (FSO). Army forces combine offensive, defensive, stability or civil support operations simultaneously as part of an interdependent joint force to seize, retain, and exploit the initiative, carefully considering acceptable risk to generate decisive results as seen in figure 3 of the Phase II of the Train/Validate period.¹⁵

¹⁴Headquarters, First Army, "ARFORGEN Training Support for an Operational Reserve," 9.

¹⁵Ibid., 12.

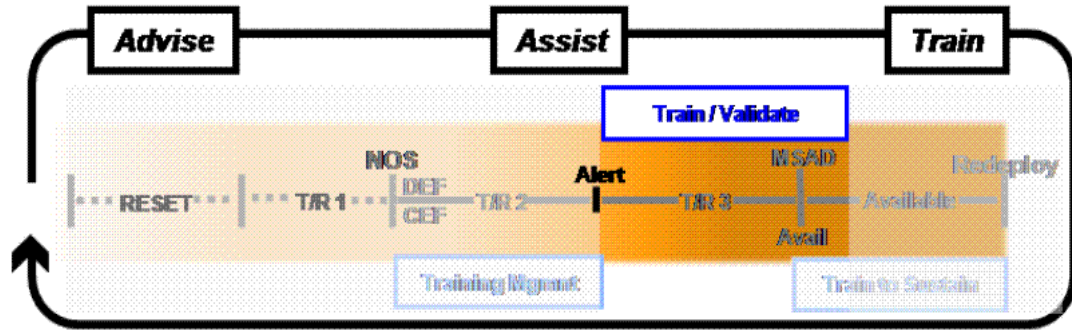


Figure 3: Train/Validate

Source: HQ First Army. ARFORGEN Training Support for an Operational Reserve

Phase III: Train to Sustain (Deploy/Available through Return to Reset). Sustaining proficiency refers the ability to maintaining skill proficiency since the skills are lost over a period of time without regular use and refresher training. Unit training does not stop once it's deployed or in the available year. Commanders periodically review their FSO Mission Essential Task Lists (METL) to determine if they should retrain certain tasks in order to sustain individual, collective, and staff proficiency as seen in figure 4 phase III training to sustain period.¹⁶

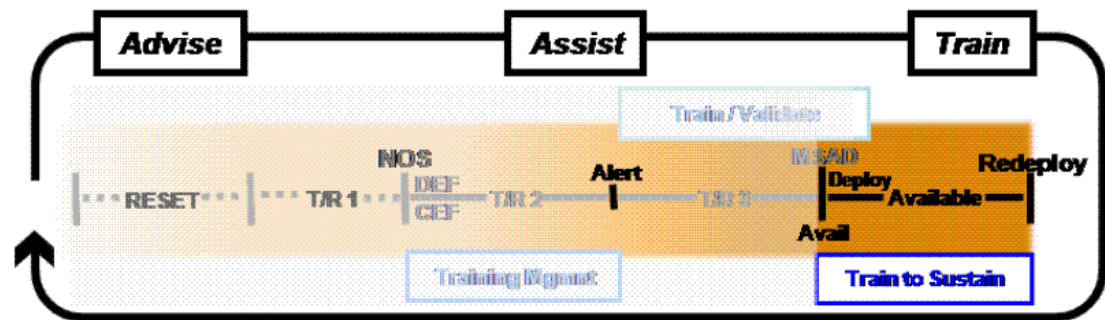


Figure 4: Train to Sustain

Source: HQ First Army. ARFORGEN Training Support for an Operational Reserve

¹⁶Ibid., 16.

First Army's role is to ensure the readiness of the total Army by advising and assisting in training all Army National Guard and Army Reserve soldiers in the continental United States during pre-mobilization periods to meet combatant commanders' requirements worldwide. The training is extended to all branches of reserve forces, but focuses on Army Reserves and Army National Guard. Training is administered by approximately 2,500 of First Army trainer/mentors (T/Ms) who are assigned to one of two subordinate divisions; Division West, at Fort Hood, Texas, and Division East, at Fort Meade, Maryland.¹⁷

The process of mobilizing a RC unit starts once FORSCOM attaches a RC unit to First Army for mobilization or demobilization purposes and then designates First Army as the support command to conduct a two-phase training strategy. As depicted in figure 5 of the Collaborative Process, phase one begins once the RC unit receives Notification of Sourcing through its chain of command and ends when the RC unit is alerted. Following the Notification of Sourcing and prior to arriving at the MTC, a reserve unit is allowed time to prepare and identify training deficiencies. For instance, within this allotted period First Army will provide a tentative mobilization location and schedule to the RCs and supporting organizations in order to initiate planning. The reserve unit would then conduct preparations for a joint assessment (JA) to review and refine the unit deployment training plan along with the required supporting resources. The JA is the time for RC units to advise First Army of any manning, equipping, or training issues. Issues identified at the JA allows enough time for the reserve unit to solve or request First Army for assistance prior to arrival at the MTC.

First Army then integrates and synchronizes the mobilization operations of the identified reserve unit's supporting commands to ensure unity of effort in the deployment and redeployment

¹⁷Headquarters, First Army, "Training For Today's Requirements and Tomorrow's Contingencies 2012-2014," *First Army Brochure*, www.first.army.mil/documents/.../2012-2014_First_Army_Brochure (accessed on 19 June 2012).

process. At this point in the deployment cycle, reserve units are still under the command and control of their component HQ until the unit arrives at the MTC. Phase Two begins once the RC unit arrives at the MTC and ends at deployment. The RC unit commander assesses the unit's readiness against theater requirements, while the Army Service Component Commander (ASCC) under First Army, in collaboration with RC commanders, approves the unit assessment and adjusts the deployment training plan.¹⁸ Once the reserve unit arrives at their designated MTC site starts their Mobilization Date (M-Date).¹⁹

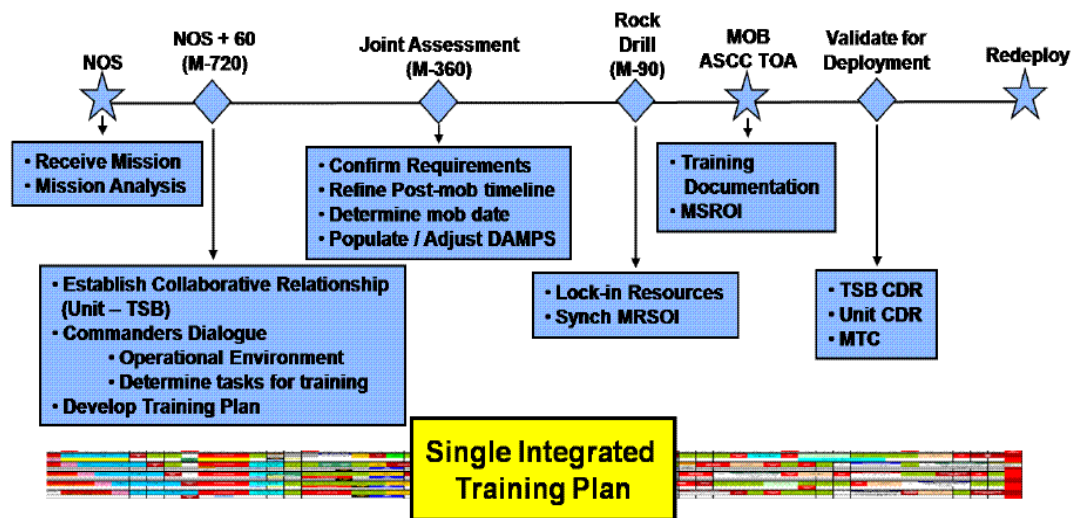


Figure 5: Single Integrated Training Plan Collaborative Process
Source: HQ First Army. ARFORGEN Training Support for Operational Reserve

M-Date is the beginning of the one-sourced integrated training conducted by the operations battalion prior to the departure date of the reserve unit for deployment into theater seen in figure 5. First Army provides command and control in the validation process for these identified deploying reserve units. The validation process includes the operations battalion's

¹⁸Headquarters, Department of the Army EXORD 150-08, 3.B.2.A.1.-3.B.2.B.

¹⁹Headquarters, First Army, "ARFORGEN Training Support for an Operational Reserve," 10-11.

integration of supporting plans in order to synchronize all efforts in support of the deploying unit's readiness. The synchronization includes the deconfliction of scheduled events, identification and coordination of supporting requirements, and the maintenance of the overall deployment plan. The intent of this process is not the centralized direction of all supporting tasks, but to ensure all commands are properly resourced in order to meet their deployment training requirements. First Army follows the same sequences during the redeployment phases once the unit returns from theater. More importantly, the demobilizing unit's chain of command is involved in the entire process and remains at the demobilization site until all soldiers have returned to their home station or are attached to another unit.²⁰ As seen in figure 6 the roles in a single integrated training plan identifies the responsible parties of the deploying reserve unit's HQ, its deploying commander, First Army, and the Training Support Brigade located at the MTC.

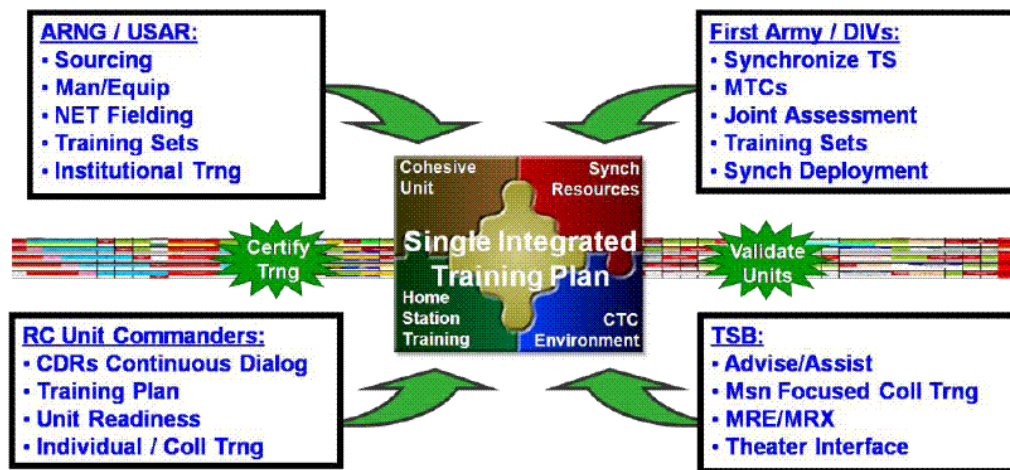


Figure 6: Roles in a Single Integrated Training Plan

Source: HQ First Army. ARFORGEN Training Support for Operational Reserve

Upon return from theater, individual soldiers may be transferred to the Warrior Transition Unit, or designated as an administrative hold and transferred to the First Army operations

²⁰Ibid.

brigade.²¹ The operations brigade, in turn, designates the operations battalion to manage these efforts in order to ensure the RC is demobilized properly. This process includes the management of all necessary training and requirements. This process allows First Army an improved method at tracking requirements for each soldier including medical and disciplinary actions while at the MTCs and upon the soldier returning home.

CTC-like Capability at MTCs

Recognizing that the reduction of combat forces in conjunction with the termination of combat operations would affect the scale and number of MTC and First Army scope of responsibilities, it intended to create a CTC equivalent capability at each MTC. The CTCs are located within the three training centers, which provide the United States Army AC with live simulation training at the brigade and battalion levels. Thus the CTC capability at each MTC justifies the plan for First Army to train RC units during ongoing national conflicts and future peacetime readiness. First Army wants a CTC like capability that draws RC units during peacetime to their MTCs. First Army knew it had to develop the needed capability and infrastructure during the war since there would be no resources afterwards.²² Therefore, the addition of an operations battalion is to coordinate Observer, Controller, and Trainer (OC/T) activities seemed to be the answer.²³ Moreover, OC/T training the reserves is similar to the T/M training the AC at the CTCs.

²¹Headquarters, Department of the Army, EXORD 150-08.

²²Charles Davis, interviewed by author, Fort Leavenworth, Kansas, 25 April 2012. LTG Miller wanted to ensure that there was a mission for First Army after the current war, and that First Army was properly postured to conduct its mission after the war, and configured for the next war. Conceptually, they wanted to maintain multiple brigades so that First Army could expand or contract MTCs as required.

²³Austin, interview. Conference in 2008, First Army briefed the concept of the transformation to brigade S3s, DCOs, and the Div CoS. Operations battalion are to be the on-the-ground coordinators for OC/T activities, with PEMC being the team that makes face-to-face visits helping the unit prepare for the rotation, to include visits to the unit throughout the year prior to their rotation, and involvement with IDT train-up. Operations battalion is in charge of executing and coordination the rotation for command and control.

The operations battalion with the responsibility of OC/Ts resembles the structure of the operations group under Training and Doctrine Command (TRADOC) at the National Training Center, Fort Irwin, California (NTC), Joint Readiness Training Center, Fort Polk, Louisiana (JRTC), and Joint Multinational Readiness Center, Hohenfels, Germany (JMRC).²⁴ All three readiness centers have CTCs with operations group serving as the AC's training force that ensures soldiers, units, and leaders are trained for FSO. The Army relies on this program and has no other means of training that provides the Army with the ability to efficiently pass on the most recent lessons learned through training or from the battlefield and to maintain the consistently tough and realistic training environment that soldiers require for success in current or future operating environments.²⁵ As seen in figure 7, the operations groups are responsible for training similar to First Army's operations battalion.

²⁴Col Brain Wood, interviewed by author, Fort Leavenworth, Kansas, 30 April 2012.

²⁵United States Army, 2009 Army Posture Statement, http://www.army.mil/aps/09/.../combat_training_center_program.html (accessed 19 June 2012).

ARMY Combat Training Centers

Battle Command Training Program Fort Leavenworth, Kansas

Operations Group A

- Focus is on training AC/RC Division and commanders at the tactical level of war

Operations Groups B & C

- Focus is training AC & ARNG BCT commanders and staffs

Operations Group D

- Focus is the training of AC/RC Corps, Division, and Army Service Component Commands At the operational level of war

Operations Group F

- Focus is the training of selected Functional and Theater Sustainment Brigades

Operations Group S

- Focus is the training of selected Multifunctional Spt Brigades

Operations Group COE

- Focus is on replicating all aspects of the operational environment (political, military, economic, social, infrastructure, information) in BCTP exercises

Joint Multinational Readiness Center Hohenfels, Germany

- Focus is on Brigade Combat Team operations from low to high intensity conflicts
- Dual Mission as an Exportable Training Center ISO ARFORGEN



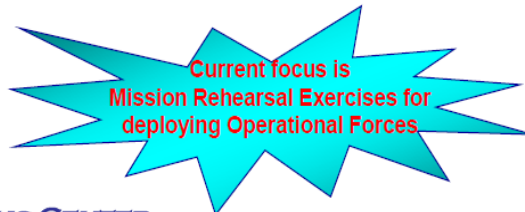
JMRC

Joint Readiness Training Center Fort Polk, Louisiana

- Focus is on Brigade Combat Team operations from low to high intensity conflicts

National Training Center Fort Irwin, California

- Focus is on Brigade Combat Team operations from mid to high intensity conflicts
- Operates as a fixed MCTC and CONUS based Exportable Training Capability ISO ARFORGEN



US ARMY COMBINED ARMS CENTER

Figure 7: Army Combat Training Center

Source: Combat Training Center Program and Combat Training Center Directorate Overview

Ops Battalion replaces the Ops Brigade S3

Transferring training responsibility in this new model incorporated the role of the operations brigade S3 into a single, one-sourced, integrated, battalion-level training unit that conducts and manages reserve mobilization training at predetermined sites. This centralized process was intended to replicate theater operations within the contemporary operational environment in a more systematic and controlled process. However, this centralized process also detracted from the reserve brigade's ability to develop its own internal training model because the S3 staff functions had been transferred to the operation battalion's control.

The new process gives the appearance that the division G3 is tasking the operations battalion (S3) directly instead of the old model of tasking the brigade S3, who in turn, tasks the battalion S3s. The operations battalion concept creates potential command and control issues within the operations brigade in terms of ensuring the individual units meet deployment standards prior to arriving at an MTC. The battalion level training officer now has direct communication and tasking responsibility from the division, effectively bypassing the brigade command structure. From a more practical point of view, however, this new streamlined process ensures soldiers receive better training, are tracked, and cared for throughout the deployment and redeployment process or the intent of the battalion.

Ops Battalion Resembles Ops Group at CTC

First Army's implementation of the operations battalion resembles the structure of the organization currently used by the TRADOC at NTC and JRTC, also known as CTCs.²⁶ The CTCs train the AC units on a rotational basis, validating the units and ensuring soldiers are trained and competent on all of its equipment. Within the CTCs' organization are the P/EMC battalion and an operations group.²⁷ First Army has been reorganizing each of the MTCs to look like the Army's CTCs. The change includes the addition of a P/EMC battalion and operations battalion under the existing structure of the operations brigade, with the P/EMC battalion assuming responsibility for training and exercises. The operations battalion provides First Army Divisions East and West situational understanding for all mobilized units' activities by combining the roles and responsibilities of the operations brigade S3 section with the

²⁶Ibid.

²⁷Department of the Army, Army Regulation (AR) 350-50, *Combat Training Center Program*, (Washington, DC: Government Printing Office, 2003), 1-3.

mobilize/demobilization operations center M/DOC.²⁸

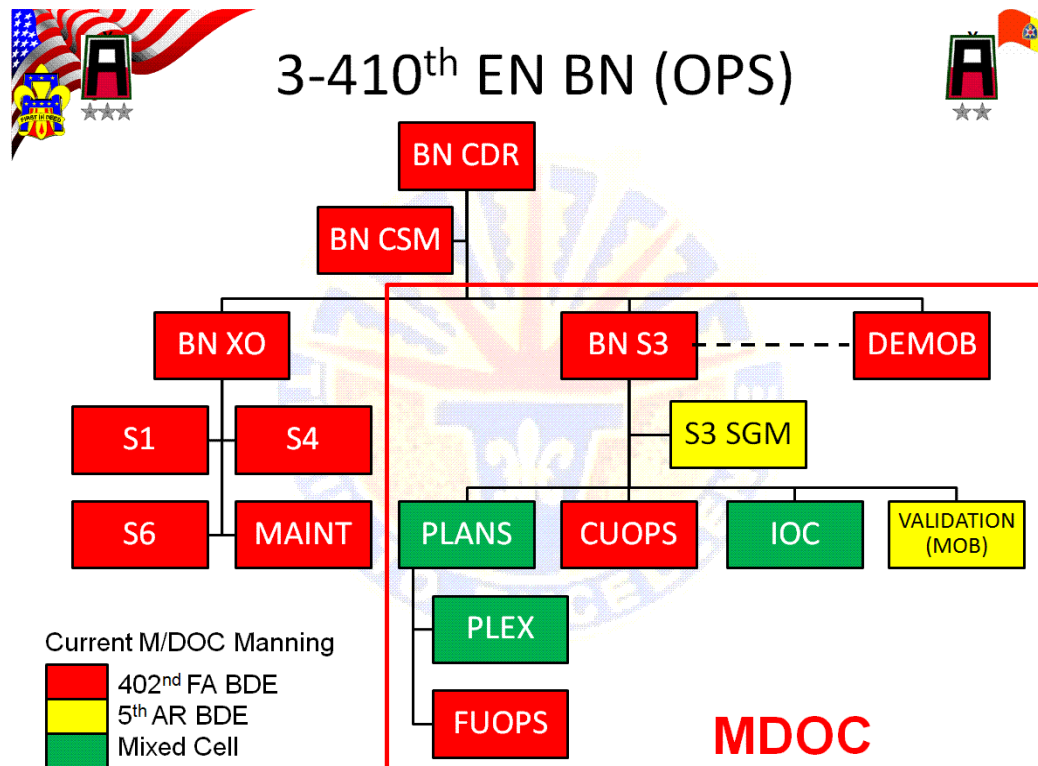


Figure 8: 3-410th Engineer/Operations Battalion Army Combat Training Center
Source: Lt. Col. Daniel Austin interview.

By way of example the 3-410th Engineer/Operations Battalion under the 402nd Field Artillery Brigade located at Fort Bliss, Texas replaced the brigade's S3 staff. The operations battalion commander assumes all duties and responsibilities of the brigade's S3 and the duties and responsibilities of the battalion as seen in figure 8. The operations battalion commander also exercises command and control of the M/DOC. The M/DOC facilitates unity of effort for mobilization operations for RC units and personnel. This enables the establishment of conditions for RC soldier readiness and successful reintegration and reset, and enhances RC unit availability

²⁸Austin, interview.

for future DEF missions. Initial Operating Capability coordinates, integrates, and synchronizes mobilization resources to support post-mob training plans. This includes situational awareness over all aspects of mobilization and post-mobilization training in order to ensure the synchronization of efforts to build RC unit readiness for deployment.²⁹

The newly-created operations battalion is intended to plan and coordinate the single integrated training for DEF and CEF units and manage the internal operational requirements of First Army. Thus ensuring that the active Army is responsible for the mobilization, training, deployment, redeployment, and demobilizations of RC forces. In doing so, First Army is to provide trained and ready forces for military operations. The new model was designed to serve as the Army's overall collective tasks trainer prior to deployment, taking advantage of the capabilities found at the CTCs, MTCs, TRADOC Centers of Excellence, and Regional Collective Training Centers (RCTC).³⁰

The Need for MTC

The United States Army trains AC soldiers in addition to the RC on an annual rotational basis at the NTC. However, the Army lacks the ability to train RC soldiers for combat operations at the NTC in a timely manner. When the U.S. invaded Afghanistan on 7 October 2001 there was no standardized training in place for reservists anywhere in the United States.³¹ The realization over the reserve's poor training increased as the U.S. entered its second front on 20 March 2003 with the invasion of Iraq.³² It would take just eight months for the lack of training issues to surface at Abu Ghraib prison. At the onset of the nation's multiple-front wars, the Army

²⁹Ibid.

³⁰Headquarters, First Army "Mission & Vision Statements," <http://www.first.army.mil/content.aspx?ContentID=199> (accessed 21 June 2012).

³¹CBS News Politics, "The War in Afghanistan: A Timeline," http://www.cbsnews.com/2100-501704_162-5850224.html (accessed 19 June 2012).

³²Reuters, "Timeline: Invasion, Surge, Withdrawal; U.S. Forces in Iraq," <http://www.reuters.com/article/2011/12/15/us-iraq-usa-pullout.html> (accessed 19 June 2012).

established several MTCs throughout the U.S. to assist with the requirement to train massive numbers of mobilizing reserve soldiers. However, no standardized combat training existed for the RC at any of the MTCs across the nation. The lack of formalized training caused confusion with expectations from the reservists and lack of confidence from their active duty counterparts upon arrival to combat theaters of operations. Congress agreed that an improved and standardized training program for the reserves was imperative and approved the recommendation that First Army serve as the HQs responsible for training all RC units prior to deploying into combat.

Why First Army? Structure and Multi-Components

On 16 January 2006, the reorganization of First Army, headquartered at Fort Gillem, Georgia, occurred and it assumed its new mission as the primary training, readiness oversight, and mobilization command for all U.S. Army Reserve and Army National Guard units within the continental United States, Puerto Rico, and Guam. First Army's previous area of geographic responsibility had been only the eastern half of the United States. By expanding its AOR to the entire U.S., First Army grew by developing two subordinate multi-component HQs, Division East and Division West. DA Permanent Order 156-7 established the divisions to provide training, readiness oversight, and mobilization operations. First Army Division West activated its HQs on 22 August 2006 at Fort Carson, Colorado and then relocated on 12 August 2009 to Fort Hood, Texas.³³ First Army Division East activated its HQs on 7 March 2007 at Fort George G. Meade, Maryland, where it remains.³⁴ The Army implemented a three-star command of the organizational structure whose main responsibility is to sustain the operational readiness of the reserves in conjunction with the Army National Guard and Army Reserve.

³³Rick Emert, Fort Carson Mountaineer Div, "West Heads to Fort Hood," *Mountaineer Weekly*, Vol 67, No 32, 14 August 2009, http://csmng.com/wp-files/mountaineer-weekly-pdfs/mountaineer_2009-08-14.pdf (accessed 15 August 2012).

³⁴United States Army, "History of First Army," <http://1aeast.army.mil/headquarters/history.html> (accessed 20 June 2012).

First Army, through FORSCOM, was tasked to serve as the responsible party to ensure that all multi-component training requirements were complete for reserve training support and mobilization operations, and as such is a multi-component organization with a complex personnel management structure. The AC is 26 percent of the total soldier population, but is 86 percent filled. The Troop Program Unit (TPU) soldiers from the RC battalions make up nearly half the assigned strength of First Army soldier population. Approximately 31 percent of these are currently mobilized to train soldiers on future missions.

The breakdown of First Army's Multi-Component Proportions changes as the training mission expands and contracts over a nine-month cycle. Operation Warrior Trainers (OWT) are National Guard and Reserve soldiers trained and deployed to Iraq and Afghanistan and are from non-First Army units. Upon return to the U.S. the soldiers agree to serve in First Army for a year to help train soldiers who will deploy in the near future. The soldiers bring back the most recent enemy Tactics, Techniques, and Procedures (TTP) of up-to-date experience to pass on. They make up 10 percent of First Army's force. First Army also relies on mobilized TPU and OWT soldiers to complete the training mission. Since 9/11, sustained land combat has transformed the RC from a strategic reserve to an operational reserve as an integral part of the total Army.³⁵ In order for First Army to improve and sustain RC training it had to recreate similar training environments at the MTCs. The training is recreated by the soldiers from the TPU and OWT programs similar to the CTCs at the Army's Training Centers.

Reorganization MTC Locations CTC-like capabilities

The Army's goal is for First Army to remain the primary reserve force trainer by redeveloping the MTCs. In order to accomplish this, First Army initiated a three-phased

³⁵Headquarters, First Army, Training for Today's Requirements and Tomorrow's Contingencies, April 2012, 1.

consolidation strategy to ensure it adapted to the changing requirements and the process to more closely resemble a CTC. It invested several billion dollars to improve each of the MTCs, which are among the best training facilities in the world for preparing soldiers for combat or natural disaster response in the United States.

Phase One started in 2009 when it restationed four training support brigades and five training support battalions to installations already providing full time operations that did not have any First Army units. Phase Two followed in 2010 when it consolidated Division West HQs, two training support brigades, and six battalions at Fort Hood. Phase Three commenced in 2011 when it consolidated and realigned five training support brigades and thirteen training support battalions to the MTCs where they would train.³⁶ The consolidation strategy had the goal to replicate CTC equivalent capabilities at each MTC. The CTCs within the NTCs have provided the United States Army AC with live simulation training at the battalion and brigade levels since the 1980s. This has created training designed to reenact realistic combat situations. Under the new structure, the MTCs validate reserve units with exercises similar to the CTCs. The CTC capability at each MTC supports First Army's mission in training RC units during ongoing national conflicts and in future peacetime readiness. The implementation of the CTC like capability is intended to bring RC units to train at MTCs.

The 189th Infantry Brigade moved from Fort Bragg, North Carolina to Joint Base Lewis McChord (JBLM), Washington, while the 174th Infantry Brigade moved from Fort Drum, New York to Fort Dix, New Jersey, and the 157th Infantry Brigade moved from Fort Jackson, South Carolina to Camp Atterbury, Indiana.³⁷ The transformations allowed for the organization of the multi-component structure within First Army.

³⁶Headquarters, First Army, ARFORGEN Training Support for an Operational Reserve, 1 January 2010, 17.

³⁷Headquarters, First Army, "Overview Brief," www.first.army.mil/Documents/PPT/First_Army_101.pptx (accessed 18 August 2012).

There are two Army Reserve Support Commands under First Army for operational control, the 85th and 87th Army Reserve Support Commands. Their commanders are also additional deputy commanders for First Army and they provide administrative support to the RC battalions. Soldiers from these battalions are mobilized to support the active battalions for training at MTCs.³⁸ First Army is made up of active duty, Guard and Reserve, and Army Reserve TPU personnel who ensure that RC forces are fully compatible with AC forces. Together, these components provide doctrinal training support as well as current TTPs. Much of First Army's priority of effort since 9/11 has been to conduct mobilization and demobilization operations in support of Operation Enduring Freedom and Operation Iraqi Freedom/Operation New Dawn, training more than 750,000 personnel in support of these and other named contingency operations. Its highest training priority is maximizing the readiness of reserve DEF units, those units in the ARFORGEN process that have been assigned to prepare for a specific deployable mission. The Army has invested significant resources to build the CTCs, mission command training facilities, and MTCs where soldiers prepare for contingency operations. The foundation of the Army's readiness philosophy is the knowledgeable, experienced, and qualified T/Ms.³⁹ The T/Ms are equivalent to the O/CTs under the Army's training centers, allowing First Army's MTCs to look more like CTCs. The concern, however, is that RC ARFORGEN creates year round requirements for training after the war.⁴⁰

³⁸Headquarters, First Army, "Overview Brief."

³⁹Ibid.

⁴⁰Charles Davis, interviewed by author, Fort Leavenworth, Kansas, 25 April 2012. The question is who is responsible for what First Army, ARNG, or USAR in peacetime? Reserves advised they did not need help with training and that the law only specified that the regular Army was responsible for certifying RC forces for deployment. First Army saw a requirement for their support at least in the latter period of ARFORGEN. The failure to identify responsibilities by First Army, NGB, and USARC before transformation led to a disjointed/uninformed plan. Making the mission hard to understand both war and non-war conditions directly led to an ad hoc plan.

How First Army will be RC Primary Trainer During Peacetime

As the operational tempo changed, First Army changed how it intended training the reserve forces for FSO in the future. The MTCs required the capability to provide a CTC-like experience for the reserve forces during their mission readiness exercises and command post exercises. First Army's plan reduced operating costs with brigade and battalion size units' consolidated at fewer MTCs. Its transformation end-state was a well-resourced, mission-focused training executed at the MTCs. This allowed divisions, modular and functional brigades, and forces required by the combatant commanders to operate within the ARFORGEN cycle while conserving considerable Army resources.⁴¹ The ability for First Army to remain the RCs' trainer while at war and during peacetime ensures the United States has an operational reserve force ready to react to national threats with little notice managed within the ARFORGEN model. As noted, the RC, often poorly trained or prepared, has been called on to augment the AC during the nation's conflicts. First Army recognized that the reduction of combat forces would drastically reduce the need for specialized training required at each MTC and faced numerous challenges on how it was to conduct business in the future.⁴²

The ARFORGEN model cycle is expensive to maintain as fewer soldiers deploy to war with fewer resources being spent. The ability to maintain a trained AC and operational reserve force continues to challenge the Army planners. If there is no battle to be fought it is difficult for First Army to mandate that states Adjutants General send their soldiers to MTCs. Travel is often difficult and it raises the question of who pays for the training: the state or the federal government? The reserves may not use the MTCs unless its units require specialized training or

⁴¹Headquarters, First Army, "First US Army First In Deed," *Global Security*, <http://www.globalsecurity.org/military/agency/army/1army.htm> (accessed 19 June 2012).

⁴²Headquarters, Department of the Army, Army Regulation (AR) 525-29, *Army Force Generation*, (Washington DC: Government Printing Office, 2011) http://www.forscom.army.mil/graphics/r525_29.pdf (accessed 21 June 2012).

the MTC's location is in close proximity to the unit. First Army has proposed that it can remain the reserve trainer by sending AC soldiers and recently mobilized reservists from one of the MTCs to the location where the reservist will conduct annual training (AT). It refers to this assistance as an away team.⁴³ This proposal does not, however, address the need for the MTCs' staffs that are required to run them. During a meeting at Fort Bliss, Texas in February 2009, LTG Miller announced that he foresaw the MTCs as mini- CTCs that Reserves and National Guard units would use for AT rotations after the wars in Iraq and Afghanistan ended. The CEF units in Train/Ready 3 and the available pool in the ARFORGEN cycle would go to the CTCs to train.

LTG Miller believed that the drawdown of forces was imminent, and that the DA leaders in Washington, DC would agree to his proposal. In the absence of an approval from the DA, LTG Miller ordered First Army leaders to anticipate that it would soon follow. He instructed that First Army soldiers be put on Temporary Change of Station (TCS) orders at the MTCs and pre-position designated units to await the official unit Permanent Change of Station (PCS) orders' approval. The goal was to occupy space on an installation and turn it into a HQ based on the assumption that the official orders would follow. The only power that could officially PCS units was FORSCOM. Without the HQs in place, LTG Miller's guidance created uncertainty about the HQs buildings. Following his instructions, First Army staff moved AC soldiers on unaccompanied TCS orders for 12-18 months. This was difficult on AC soldiers who returned to their previous assignments, the time away reset their dwell time and put them back into the fight with a deploying unit. AC soldiers who helped to train reservists were sent back in the rotation to deploy to combat in many cases with little time at home.⁴⁴ LTG Miller's plan allowed First Army to anticipate the change in training in the foreseeable future due to financial constraints with the goal for the nation to retain an operational reserve force.

⁴³ Austin, interview.

⁴⁴ Ibid.

Reduce Costs while Maintaining an Operational Reserve

One way to reduce costs and numbers of AC personnel is to continue to use the RC forces as an operational reserve. The withdrawal of forces from Iraq and Afghanistan affects the amount of training soldiers require related to combat until another conflict arises. The United States completed a total withdraw from Iraq at the end of December 2011 that was once supported by 170,000 soldiers.⁴⁵ In past conflicts, the United States reverted to the reduction of manpower and equipment following involvement in prolonged combat, like actions taken after World War I, World War II, the Vietnam War, and the Gulf War. However, war is and has always been a threat that challenges the United States military to be prepared for future conflicts at all time. Lieutenant General Jack Stultz, commander of the United States Army Reserve said, “We can’t go back to being a strategic reserve.”⁴⁶ Major General (MG) Mark MacCarley asked,

Can reserve component units and their soldiers achieve and maintain the required level of operational readiness needed to respond rapidly, without long periods of post mobilization training, to un-foreseen force on force contingencies, homeland security and humanitarian assistance missions, and theater security cooperation exercises. This is the same question asked of the reserve components in 1917, 1941, 1950, 1965, 1990, and throughout this period of persistent conflict. They answered the question in different ways at each critical period in our country’s military history over the last 100 years. They must do so today as well, as the Army faces an uncertain future.⁴⁷

The real challenge is to maintain the experience gained by the RC with over eleven years of fighting wars and have an avenue to pass that experience on to other reservists.

Prior to 9/11 the AC had little interaction with the reserve training during peacetime. The training most RC units received was limited to one weekend per month and two weeks a year.

The conflicts participated in by the United States over the past two decades forced the AC to

⁴⁵Reuters.

⁴⁶Maj. Gen. Mark MacCarley. “The Reserve Component Trained and Ready? Lessons of History,” *Military Review* 45 (May-June 2012), http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20120630_art008.pdf (accessed 21 June 2012).

⁴⁷Ibid.

improve the type and amount of training the reserves received. First Army, as the RC trainer, is finding a way to continue the progress it has made over the years of combat up to this point and keep the reserve forces fit to fight in war and peacetime. The progress made in training should not end during peacetime, the training must continue for First Army's plan to work, or the reserves will return to a strategic reserve as it did after past conflicts. The Army's RC had a difficult transition from a strategic to an operational reserve force. For years, the Army maintained the flawed deployment model that assumed the reserve forces would have enough time after mobilization to train and get the equipment needed to deploy. The model shifted, putting more demands on the Army Reserve and National Guard units to report to the mobilization site trained and ready to deploy.⁴⁸ The MTCs in most cases required deploying units to provide their own training sets, including vehicles, radios, and weapons. The lessons learned over the years as the RC transitioned in and out of wars is important and should not revert back to an untrained force pool after the withdraw from Afghanistan.

Operation Desert Storm suffered operational deficiencies in mobilizing due to the RC readiness in 1992. The lack of training within the RC for Desert Storm eventually forced Army leaders to implement the training strategy known as Bold Shift. Its goal was to increase and sustain the operational readiness of RC units that were expected to deploy first in the event of a crisis. The training required the AC and RC units within the same geographical area to form closer relationships by training on basic soldiers collective tasks referred to as training lanes. Bold Shift was canceled in 1993, and Training Support XXI was initiated in 1996. The Army reorganized its training by attempting to synchronize its training with the Army Reserve units and the National Guard reducing redundancy within the different Army components.⁴⁹ Military

⁴⁸Dennis M. McCarthy, "A Force of Choice: The Reserve Component Has Become an Indispensable Part of the Operational Force," *Armed Forces Journal* (June 2011).

⁴⁹MacCarley.

historian Roger Thompson noted the differences between AC and the RC pre-deployment training,

In this conflict is the largest obstacle to early engagement of these forces. It is a real problem for reservists to maintain the same standards of performance as the regulars because they have so little time to train. History has shown that with the proper equipment and enough time, reserve forces can fight on the same level as the regulars. Unfortunately, the whole concept of total force is to save money, by creating the illusion that reserves can be deployed at the same time or even before the regular forces go.⁵⁰

History of the RC in Past Conflicts

The RC structure is difficult to understand which has seven additional sub-components: the Army National Guard, the Army Reserve, the Navy Reserve, the Marine Corps Reserve, the Air National Guard, the Air Force Reserve, and the Coast Guard Reserve. The purpose of the seven RC's is to provide personnel for to the active duty armed forces, in time of war or national emergency, and as national security may require, filling the needs of the armed forces whenever necessity.⁵¹ The training reservists received in the past did not have the same quality as the active duty soldiers. Weekend drills were referred to as campouts that included drinking alcohol and forgoing the training. The RC was used by the AC as fillers for manpower during the Cold War era. The U.S. activated the RC only four times from 1945 to 1989. The U.S. involuntarily activated the RC six times since 1990, that include large-scale mobilizations for the Persian Gulf War (1990-91), and after the 9/11 terrorist attacks in 2001-present. The increase involvement required more comparable training and standards like that of the AC personnel. The training for the RC soldiers is tailored to the category the individual reservist is part of. Individual reservists fall in one of three reserve categories: the Ready Reserve, the Standby Reserve, and the Retired Reserve. The Ready Reserve additionally falls into one of three subcomponents: the Selected

⁵⁰Ibid.

⁵¹Lawrence Kapp, "Reserve Component Personnel Issues: Questions and Answers," *Congressional Research Service Report for Congress 7-5700* (26 January 2012), <http://www.fas.org/sgp/crs/natsec/RL30802.pdf> (accessed 21 June 2012), 1.

Reserve, the Individual Ready Reserve (IRR), and the Inactive National Guard (ING). The total personnel strength for the Ready Reserve as of 30 September 2011 was 1,079,355 as shown in figure 9.⁵²

Personnel Strength of the Ready Reserve as of September 30, 2011			
	Selected Reserve	Individual Ready Reserve/ Inactive National Guard	Total Ready Reserve
Army National Guard	361,561	3,608	365,169
Army Reserve	204,803	83,890	288,693
Navy Reserve	64,792	38,223	103,015
Marine Corps Reserve	39,772	60,681	100,453
Air National Guard	105,685	0	105,685
Air Force Reserve	71,321	35,493	106,814
Coast Guard Reserve	7,933	1,593	9,526
Total	855,867	223,488	1,079,355

Figure 9: Personnel Strength of the Ready Reserve

Source: Lawrence Kapp, Congressional Research Service Report for Congress 7-5700

The RC involvement with military operations after the terrorist attacks on 9/11 is massive based on the number of citizen soldiers activated throughout the history of the United States. Up to 2001 the RC participation mostly included peacekeeping and nation-building operations like Noble Eagle, Enduring Freedom, and Iraqi Freedom and New Dawn from 2001-present; 834,978 reservists were involuntarily and voluntarily activated as of 27 December 2011. The nation-building operation in Haiti 1994-1996 required 6,250 reservists to be involuntarily activated. The Bosnian peacekeeping mission 1995-2004 required 31,553 reservists to be involuntarily activated. The Kosovo peacekeeping mission 1999-2012 required 11,485 reservists to involuntarily be

⁵²Ibid., 4.

activated up to 2003.⁵³ Charles Cragin, former Assistant Secretary of Defense for Reserve Affairs said, “The role of our reserve forces is changing in the United States. We have seen their traditional role, which was to serve as manpower replacements in the event of some cataclysmic crisis, utterly transformed. They are no longer serving as the force of last resort, but as vital contributors on a day-to-day basis around the world.”⁵⁴ The active military could not have met the nation’s involvement in past conflicts without the reserves, nor could the United States afford to have a standing active duty force of over a million soldiers. The ability to train reservist, activate them as needed is the challenge First Army is trying to manage.

In 2011, First Army trained over 70,000 reserve soldiers, sailors and airmen making up and organized into approximately 700 units with several different missions across the operational spectrum ranging from Expeditionary Sustainment Commands, Brigade Combat Teams conducting Full Spectrum Operations, Combat Aviation Brigades, Brigade Security Forces, Counter-Rocket Artillery and Mortar, Counter Improvised Explosive Device, Base Camp Command and Control, the Air Defense mission in the National Capitol Region, to two-person Unit Ministry Teams that supported combatant commander requirements around the world.⁵⁵

First Army’s commitment to train the nation’s reserve force is facing several of the same issues dealt with in past conflicts with similar financial disasters and plans not followed through. The reserves were originally established in the twentieth century, organized under Congress to raise and support armies and to provide and maintain a Navy. The reserve force is the United States answer for a federalized system to fall back on in cases of an emergency. The National

⁵³Ibid.

⁵⁴Charles L. Cragin, Assistant Secretary of Defense for Reserve Affairs, remarks printed in *The Officer*, September 2000, 34.

⁵⁵Headquarters, First Army Training For Today’s Requirements and Tomorrow’s Contingencies 2012-2014 www.first.army.mil/documents/.../2012-2014_First_Army_Brochure (accessed on 19 June 2012).

Guard's history, on the other hand, dates to the colonial-era militias which existed prior to the adoption of the Constitution. The National Guard is organized to protect its states' borders and respond to local natural disasters. The reserve is an exclusive federal organization, while the National Guard is both a state and a federal organization. The AC combines the organizations only in terminology to be known as the reserves, knowing that each have different capabilities and requirements which add to the confusion of responsibilities to include but not limited to training, pay, command and control, and geographical location. Reserve units are primarily filled by traditional reservists who make up the Selected Reserve and are required to serve one weekend a month and two weeks a year. The closest similarity the reserves share with the AC is how reserve units are staffed by one or more full-time civilian and military employees that manage the day to day issues. Every reservist, regardless of component, requires training, and First Army wants to remain the primary RC trainer even if there is no current conflict. Every unit, regardless if it is a federal reservists or traditional Guardsmen, requires different types of training sets based on the needs of the Army or state managed within the ARFORGEN model.

First Army Managing the RC ARFORGEN/Training Process

First Army is implementing a plan to manage reserve force training through the ARFORGEN model. The ARFORGEN is a process that increases unit readiness over time, allowing commanders to predict the availability of units for future deployment. There are two ARFORGEN cycles with different timelines, one for the AC and another for the RC; both affect First Army. It must assist with managing the RC to maintain the objective of an operational reserve. Both models have three force pools that units move through at various points in the readiness cycle. Each of the three force pools contains a versatile force package to provide a sustained flow of forces for current and future conflicts or react to natural homeland disasters. The force pools overlap due to the need for Army Forces around the world affects how long units stay in each pool. It is a structured progression of increased unit readiness over time, resulting in

frequent periods of availability of trained, ready, and cohesive units prepared for operational deployment in support of civil authorities and combatant commander requirements.⁵⁶ The goal for the Army is to have AC soldiers in a reset phase for six months following a deployment, eighteen months in a Train/Ready phase where individual and unit combat skills are refreshed, and available for deployment for twelve months. The goal for Army National Guard and the Army Reserves is to have soldiers in the reset phase for twelve months, thirty-six months in the Train/Ready phase, and twelve months available for deployment.⁵⁷ It is a cycle that allows the Army to continuously adjust training of units to suit requirements of missions. Since 9/11, the RC has transformed from a strategic reserve to an operational reserve as an essential part of the total Army. The Army's RCs function as an integral part of its ARFORGEN model, which is conducted for the most part under partial mobilization authority. The Army refers to the RC as an operational force and the ARFORGEN supports the transition of RC units from a strategic reserve to an operational force.⁵⁸ Strategic reserve is the former term of the RC considered to be an expansion force and repository of forces to be called upon during a national crisis. The strategic reserve had less training requirements and interaction with the AC not abiding by the same standards. The operational reserve is more integrated in day-to-day military operations that participate at a higher level in operational missions that include meeting the AC training standards.⁵⁹

⁵⁶Headquarters, First Army, ARFORGEN Training Support for an Operational Reserve, 1 January 2010. 2.

⁵⁷Maj. Gen. Peter C. Bayer, Jr. and Lt. Gen. Howard Bromberg, "Force generation model builds readiness over time," *Association of the United States Army Force*, 2011 http://www.ausa.org/meetings/2011/annual/Pages/Sory_Forcegenerationmodel.aspx (accessed 28 July 2012).

⁵⁸United States Army, 2007 Army Posture Statement, Addendum H (Army Force Generation) <http://www.army.mil/aps/07/addendum/h.html> (accessed 21 June 2012).

⁵⁹Secretary of Defense for Reserve Affairs White Paper, "The New Guard and Reserve," 6 November 2006, 2-3, <https://ca.dtic.mil/jcs/ngrm/ftp/NewGuardReserve.doc> (accessed 21 June 2012).

Reserve forces are adaptive to the heavy demands put on them and engaged in major stability operations as an operational reserve. The most significant challenge for an operational reserve is to sustain readiness to provide combatant commanders with adaptive units that are capable across the full range of military operations. Like all Army forces today, reserve units must also be capable of integrating all operations with their joint, interagency and multinational partners. Key to meeting this challenge is First Army's dual focus on supporting the ARFORGEN process and ensuring that its trainers have current, relevant experience. This can only be accomplished by understanding the mission required to fill and what unit is capable and available in the ARFORGEN process as seen in figure 10.⁶⁰

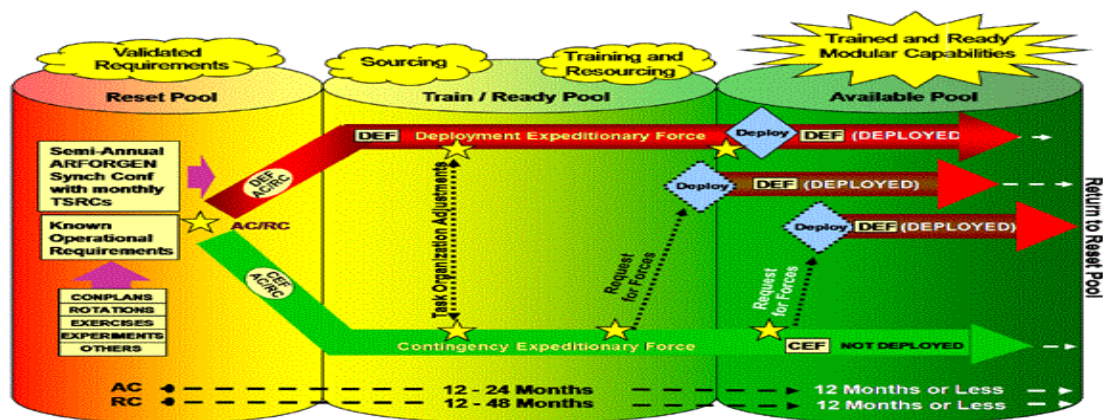


Figure 10: ARFORGEN Cycle Model for Active/RCs
Source: HQ First Army. ARFORGEN Training Support for Operational Reserve

The Army developed the ARFORGEN model seen in figure 10 as a way to generate trained and ready forces from both Active and Reserve Army components on a rotational basis to ensure that larger portions of the Army's units supported requirements over longer periods of time. The ARFORGEN's three-force pools track the units as they move within different points of

⁶⁰Headquarters, First Army ARFORGEN Training Support for an Operational Reserve, 1 January 2010, 3.

their training. The model anticipates that anywhere from 50,000 to 70,000 RC soldiers are in the available pool each year.⁶¹ The RC forces represent more than 51 percent of the total Army, and deploy repeatedly alongside AC soldiers. The reserve force has adapted to the numerous demands of being involved in major stability operations as an operational reserve. The reserves current ARFORGEN cycle accomplishes this in a three-phased process known as reset, Train/Ready, and available. During the Reset phase, units reintegrate soldiers and families, allow soldiers to work on individual education and development, accomplish institutional training, and focus on manning and equipping the unit. In the second phase, unit's transition to the Train/Ready phase. The unit restores combat task proficiency through intensive collective training and demonstrates its readiness for contingency deployment. The final process is once a unit enters the available phase, it is assigned as a DEF, and sent to fulfill an existing wartime need, or it is assigned a CEF, and must be ready to execute any mission assignment. First Army plans to accomplish this by consolidating resources to focus on building collective readiness as identified in figure 11. This summarizes the differences of linear training support to the cyclic training support.⁶²

First Army considered the need to prepare units for FSO as a group effort. The generating force and operational Army share the responsibility requiring close coordination, integration, and synchronization.⁶³ Commanders are their units' primary training managers and trainers, responsible for training their soldiers and organizations. Commanders cannot meet this responsibility without support from the generating force. First Army assists the RC unit commanders similar to the support CTCs provide the AC. Responsibility for training in the reserves has changed little under ARFORGEN.⁶⁴

⁶¹Ibid.

⁶² Ibid.

⁶³FM 7.0.

⁶⁴Headquarters, First Army, ARFORGEN Training Support for an Operational Reserve, 1 January 2010, 5.

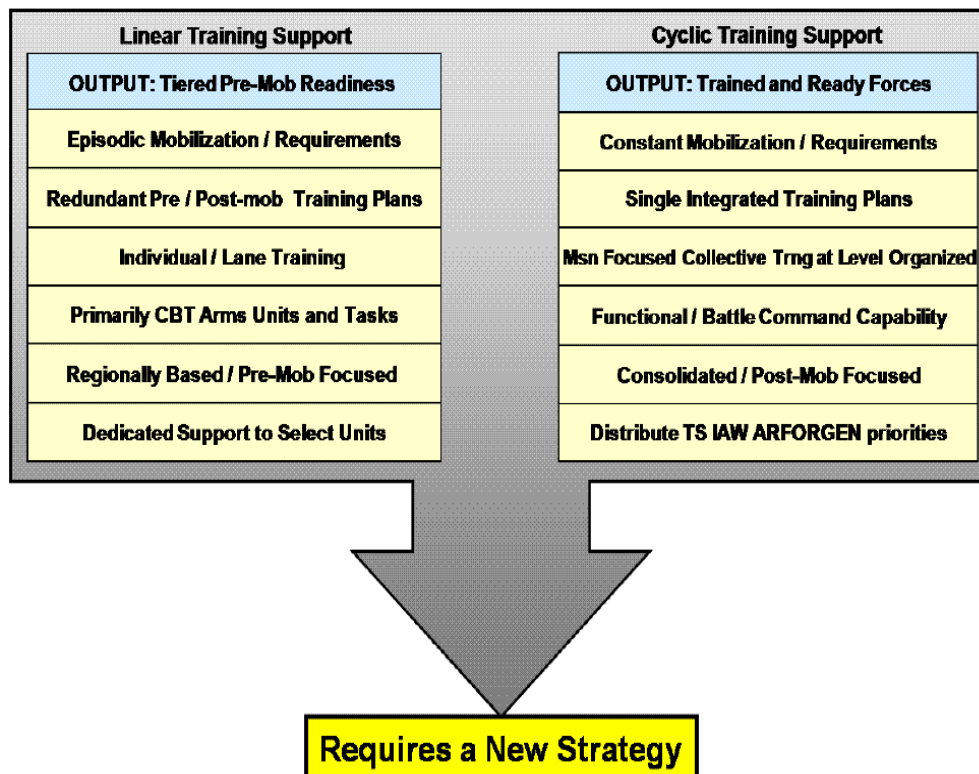


Figure 11: Transforming Training Support

Source: HQ First Army. ARFORGEN Training Support for Operational Reserve

The reserves have additional challenges of interstate coordination and balancing deployment training requirements with homeland security requirements. The command and control of Army National Guard units in a *U.S. Code, Title 32*, status exercised by the State Governor or Adjutant General. Enacted 10 August 1956, it outlines the organization, personnel, training, service, supply, and procurement for the United States Army and Air National Guard. State governors employ *U.S. Code, Title 32* soldiers but the federal government, through the DoD, provides the funding.⁶⁵ United States Army Reserve units are *Title 10*, this refers to the *U.S.*

⁶⁵National Guard, *U.S. Code, Title 32*, <http://uscode.house.gov/pdf/2011/2011usc32.pdf> (accessed 28 July 2012)

Code, Title 10 Armed Forces, enacted 10 August 1956, which outlines General Military Law and organizations for the Army, Navy, and Air Force. Congress amended *Title 10* in 1994 to add the RC which includes the Army, Navy, Air Force, and Marine Reserve.⁶⁶ The USAR units based in the continental United State are under Administrative Control (ADCON) of the U.S. Army Reserve Command.

Reserve units are typically limited to thirty-nine training days per year. Fifteen of those days are dedicated to AT, leaving only twenty-four days to conduct weekend drills during Inactive Duty Training (IDT) periods. The twenty-four IDT periods break down to twelve two-day per month weekend drills. During monthly drills, units train on individual and collective tasks that support the unit's METL; the tasks units must be able to perform to accomplish their combat mission. To make the best use of the limited resource, the reserve units plan and prepare for each IDT period, one year in advance. Weekend drill training events often change, delayed or disorganized, which allows First Army the opportunity to remain the reserve force trainers due to the RC units being ineffective in planning and unprepared for weekend training.⁶⁷

First Army may capitalize on the study conducted by the Institute for Defense Analyses (IDA) identifying reserve units as deficient in planning and preparation with three negative consequences. The first issue is poor training plans, wasting the time that reservists have for military training. The second is it currently reduces quality and quantity of training experiences, which makes individuals less inclined to stay in the reserves. The final finding is the inefficient use of training time, which results in lost opportunities to improve unit readiness. For instance, the dispersion of reserve units and personnel may make face-to-face planning meetings difficult, and many times not at all. Another issue is units may not have enough training resources that

⁶⁶The Department of Homeland Security, National Response Plan, 2004, <http://www.dhs.gov/interweb/assetlibrary/NRP-FullText.pdf>. (accessed 15 June 2012).

⁶⁷John E. Morrisson, John Metzko, and Charles Hawkins, *Planning and Preparing for Training in Reserve Component Units*, (Alexandria, VA: Institute For Defense Analyses, 2002), <http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA409161> (accessed 21 June 2012).

include equipment, strategies, facilities, and senior leadership to conduct or plan for weekend training. Reserve units lack full-time support needed to plan and execute training. Units may not have the funds to reimburse unit staff members adequately for their planning and preparation efforts. Finally, unscheduled events, mandated activities, and other distracters may preempt training and thereby nullify planning activities. First Army is currently examining these and other problems to determine the impact on training management there are several reasons why training plans and preparation in reserve units are ineffective, this allows First Army to step in and help to manage reservist during peacetime.⁶⁸

Unfortunately the First Army is in the middle of reorganization and an election year when the budget constrains forward momentum. First Army is currently executing their consolidation strategy. The current organizational design does not provide the versatility and agility to effectively address the evolving training support requirements. Through the lessons learned in mobilizing and training RC units in support of the current conflict, combined with the proven organizational design of the Army's CTCs, First Army leaders have identified organizational amendments that will provide effective training support to the functional/modular force across the FSO. The Army's proven mechanism for collective training is the CTCs. Using the CTC pillars and imperatives as a guide, First Army brigades will be assigned training and operations functions to produce a CTC like capability at each MTC. To accomplish this multiple brigades will be stationed at each MTC and each brigade will perform distinct functions as seen in figure 12 transforming training to support concept driven by ARFORGEN.⁶⁹

⁶⁸Ibid.

⁶⁹Headquarters, First Army, ARFORGEN Training Support for an Operational Reserve, 1 January 2010, 20.

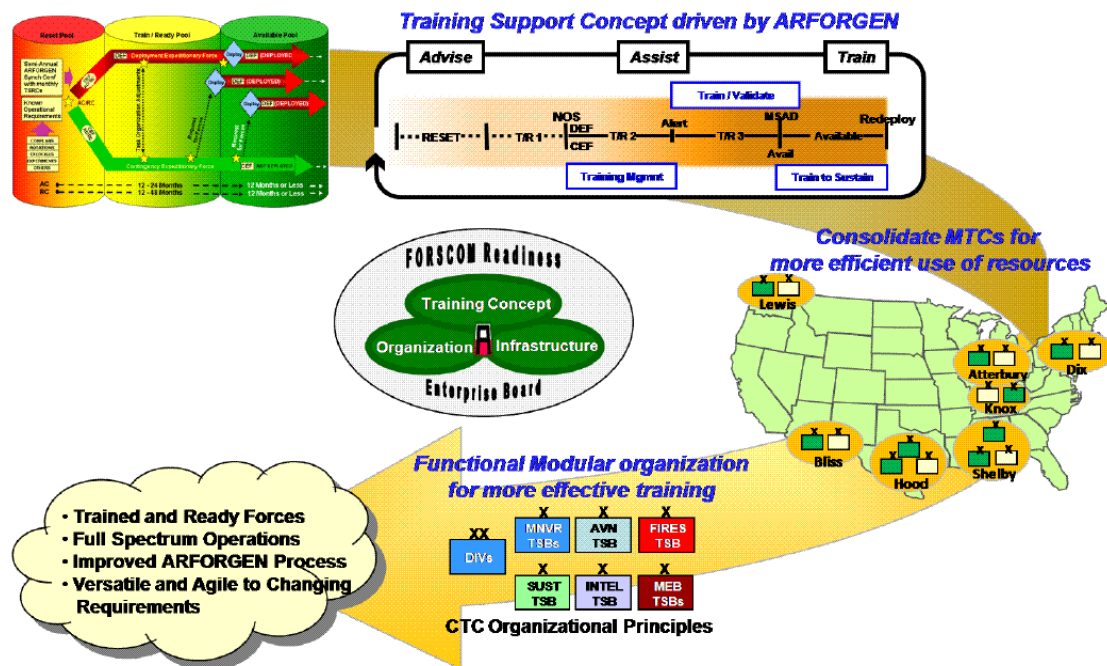


Figure 12: Training Support Concept Driven by ARFORGEN
Source: HQ First Army. ARFORGEN Training Support for Operational Reserve

First Army is reorganizing its brigades and battalions to better support a modular, brigade-centric force with Joint and Expeditionary capabilities. It has concluded that the current organizational design does not provide the versatility and agility to effectively address the evolving training support requirements. Through the lessons learned in mobilizing and training RC units in support of the current conflict, combined with the proven organizational design of the Army's CTCs, First Army leaders have identified organizational amendments that will provide effective training support to the functional and modular force across the full-spectrum of operations.⁷⁰ First Army plans to accomplish this by task organizing and re-mission the current combat arms AC structure into modular formations to provide a functional baseline training capacity matching the functional units at the level organized. First Army will use the Army's proven mechanism for collective training like the CTCs within the NTCs.

⁷⁰Ibid., 18.

Way Ahead

First Army's highest training priority is to maximize the readiness of the RC DEF units in the ARFORGEN process that have been assigned to prepare for a specific mission. The Army's resources are shrinking while demands on the operational reserve force are increasing. First Army is balancing the task of supporting current conflicts, preserving lessons learned from past wars while remaining flexible as the Army accepts more risk.⁷¹ Politics, senior military leaders' movement, and the budget affect how First Army proceeds with the plan to remain the RCs primary trainer. The five MTCs will remain open until the end of the fiscal year 30 September 2013. The plan is to consolidate again into three MTCs by the end of fiscal year 30 September 2014. The MTCs identified to remain open are Fort Bliss and Fort Hood, Texas and Joint Base McGuire-Dix-Lakehurst, New Jersey. This allows First Army to remain the reserve trainer during peacetime and ability to react quickly in the event of another conflict. The improvements made to the MTCs at Camp Shelby, Mississippi, and Camp Atterbury, Indiana will remain for the use of the installations to include the maintenance responsibilities.⁷²

First Army's focus is on providing reserve unit training management assistance in vehicle crew evaluators, experienced exercise developers, subject matter experts, role players, mobile training teams and deployable training support capability. The T/M is to the MTC what the OC/T is to the CTCs which routinely liaise with one another. The relationship allows the AC and RC to share knowledge on the most up to date lessons learned on enemy TTPs.⁷³ The consolidation of training locations adds to the challenges First Army is already facing on how to train the reserve

⁷¹Headquarters, First Army Training For Today's Requirements and Tomorrow's Contingencies 2012-2014 www.first.army.mil/documents/.../2012-2014_First_Army_Brochure (accessed on 19 June 2012).

⁷²Fink, interview.

⁷³Headquarters, First Army, "Training For Today's Requirements and Tomorrow's Contingencies 2012-2014," *First Army Brochure*, www.first.army.mil/documents/.../2012-2014_First_Army_Brochure (accessed on 19 June 2012).

force during peace time. The CTC model of an annual rotation is the goal. The problem is CTCs train for a continuous month for active duty soldiers who don't have to deal with civilian employers. The reserve soldiers only get fifteen days for AT. The AT traditionally has been scheduled in the summer months of June through August. There are too many reserve units with fewer locations for all the training to be stacked in a three-month window. According to LTG John M. Bednarek the "National Guard must find a way to pay for the states to train throughout the year not just during the summer when school is out."⁷⁴ The Army Reserves are federal so it is not as hard to fund them as it is the National Guard. First Army intends to combine exercises for larger scale training needs at the MTCs to include the ability to go to the unit referred to as an away team. The away teams are based out of the proposed RCTC across the United States seen in figure 13. The RCTC receive funding rather than dumping money into every Army and RC fort, camp or training venue in the United States.⁷⁵

⁷⁴Bednarek, interview.

⁷⁵Fink, interview.

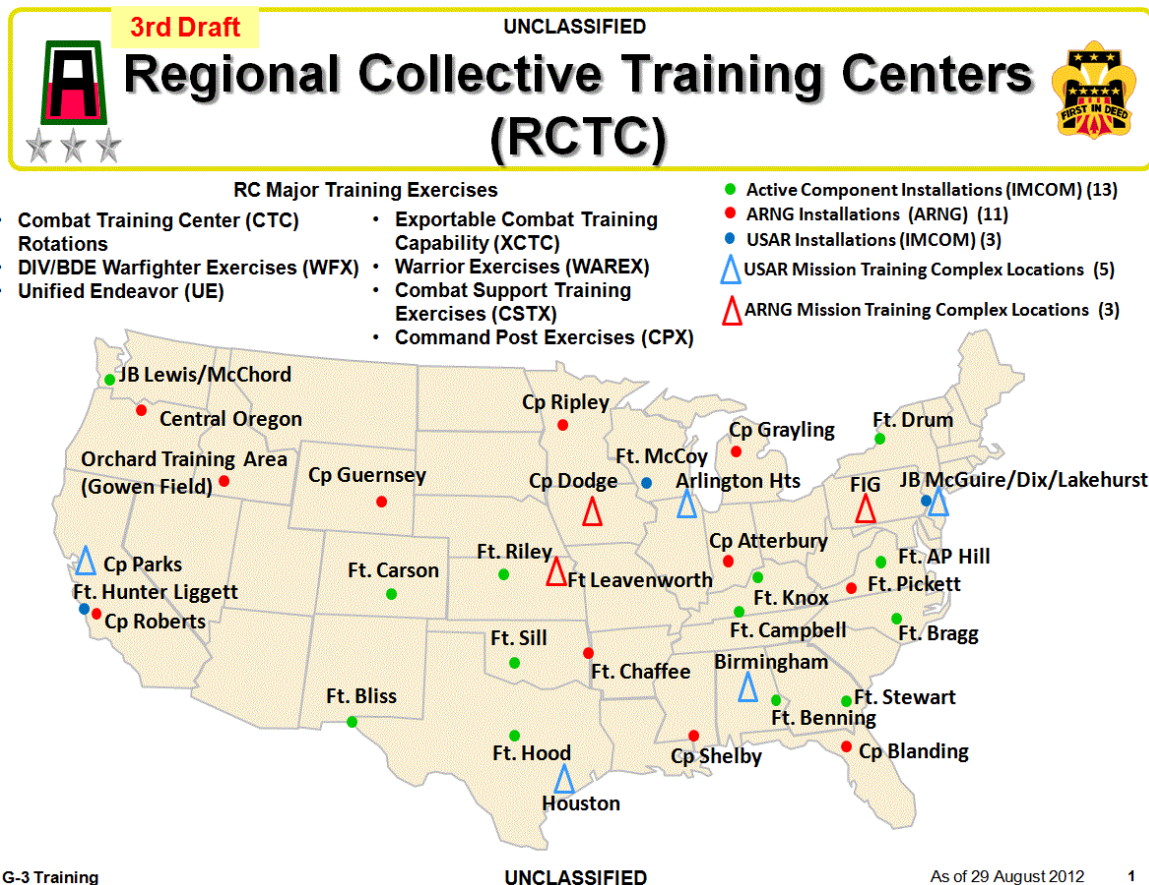


Figure 13: Regional Collective Training Centers
Source: Richard Fink, 2012, interview.

After the 2014 drawdown of forces in Afghanistan, First Army will continue to train reservist for ongoing missions in the Horn of Africa, Sinai, Guantanamo Bay Cuba, Security Force Assistance Teams (SFAT), homeland security, and natural disasters.⁷⁶ The SFAT members returning to their units will apply the lessons learned in the field to training other RC units. This is First Army's plan on how to ensure that its trainers remain qualified and prepare the reservist to support the current fight. The institutionalization of the lessons of war helps First Army to

⁷⁶Bednarek, interview.

maintain the operational reserve, ensuring that the training is passed on rather than being lost or have soldiers charged criminally due to a lack of training.⁷⁷

Conclusion

The Islamist militant group led by Abu Musab Al-Zarqawi released a video on 11 May 2004 showing the beheading of Nick Berg, a U.S. civilian working in Iraq. Unidentified members of the group claim to have murdered Berg in retaliation for the prisoner abuse at Abu Ghraib.⁷⁸ The seven reserve soldiers from the Abu Ghraib prison were charged with conspiracy, dereliction of duty, cruelty toward prisoners, maltreatment, assault, and indecent acts.

On 14 January 2005 Specialist Charles Graner was found guilty on all charges, including conspiracy to maltreat detainees, failing to protect detainees from abuse, cruelty, and maltreatment, as well as charges of assault, indecency, adultery, and obstruction of justice, and sentenced to ten years in federal prison.⁷⁹ On 20 October 2004 Staff Sergeant Ivan Frederick pled guilty to conspiracy, dereliction of duty, maltreatment of detainees, assault and committing an indecent act. Frederick was sentenced to eight years in prison, forfeiture of pay, a dishonorable discharge and reduced in rank to private.⁸⁰ On 19 May 2004 Specialist Jeremy Sivits pled guilty and was sentenced by a special court-martial to one-year confinement, demoted, and discharged for bad conduct.⁸¹ Specialist Armin Cruz sentenced on 11 September 2004 to eight months confinement, reduced in rank to private and a bad conduct discharge in exchange for his testimony against other soldiers.⁸² On 17 May 2005 Specialist Sabrina Harman was sentenced to

⁷⁷Headquarters, First Army Training For Today's Requirements and Tomorrow's Contingencies 2012-2014.

⁷⁸Martin Frost.

⁷⁹Ibid.

⁸⁰Ibid.

⁸¹Ibid.

⁸²Ibid.

six months in prison and a bad conduct discharge.⁸³ On 30 October 2004 Specialist Megan Ambuhl convicted of dereliction of duty and sentenced to reduction in rank to private and loss of a half-month's pay.⁸⁴ On 26 September 2005 Private First Class Lynndie England was convicted of conspiracy, maltreating detainees, and committing an indecent act. England was acquitted on a second conspiracy count, sentenced to three years in federal prison and dishonorable discharge.⁸⁵ "Abu Ghraib interrogation operations were also plagued by a lack of an organizational chain of command presence and by a lack of proper actions to establish standards and training by the senior leaders present," according to the company commander at the time the abuses took place.⁸⁶ First Army's goal is to ensure the training RC soldiers receive is never brought into question again, similar to 372nd Military Police Company.

First Army's plan is to save money and keep the reserve force ready to deploy by remaining the primary reserve trainer during peacetime. First Army leaders are committed to remain the RC trainer in peacetime. Operational readiness does not depend on the number of paid training days afforded to the National Guard and Army Reserve soldiers and their units over a training year. The time necessary to bring units to satisfactory levels of readiness should be the consequence of objective assessments made by impartial evaluations at combat training events. Bold Shift allowed for the development of new training ideas to include the use of computers, war games simulation in RC training similar to that of the active findings should be the basis for calculating post mobilization training. Providing RC units additional funding to train increases the likelihood that more soldiers within the unit will benefit from the training and remember the lessons taught due to repetition. First Army must assess all culminating training exercise for guard and reserve units, especially during AT events, and maintain score cards to establish a

⁸³Ibid.

⁸⁴Ibid.

⁸⁵Ibid.

⁸⁶Ibid.

baseline for improvement, according to MG Mark MacCarley, Deputy Commander First Army USAR.⁸⁷ The training reservist need annually can be accomplished at a CTC like capability at each MTC or at a site facilitated by First Army. The plan improves and sustains training gained over the past eleven years of continuous conflict. It is aligned with the ARFORGEN model allowing for the operations battalion to assist RC units before and after deployment. The operations battalion ensures soldiers receive better training, are tracked, and cared for throughout the deployment and redeployment process. The replacement of the operations brigade S3 with an operations battalion resembles the operations group found in a CTC, functioning like the OC/Ts; TM will have similar capabilities. The approval needed to fund First Army's concept is based off a proven program, being more CTC like is the best compression available between the AC and RCs for future reserve readiness.

Maintaining the operational readiness of the RC for future engagements requires the ability to sustain the current level of expertise. Six areas of concentration allow reserve soldiers and their units to reach and maintain a level of operational readiness in order to accomplish assigned missions. The readiness areas First Army recognizes is the authorized personnel on hand. The units must be able to first fill available positions to their maximum capacity. Second, match the individual skill proficiency of each qualified soldier assigned to the unit. Third, is equipment available at the unit's location and in working order. Fourth, is the collective ability of the unit's personnel to perform its assigned mission. Fifth, is an adequate training facility, like the MTCs or its equivalent. Last, is quality leadership up and down the unit's chain of command.⁸⁸ The most basic problem is the limited peacetime training that reservists receive compared to the active duty counter parts, only thirty-nine days spread out over eleven weekends and two weeks

⁸⁷MacCarley.

⁸⁸ Ibid.

of ATs.⁸⁹ First Army will assist in the management of the limited number of days with the implementation of the operations battalion, who will track pre and post mobilization while ensuring that the RC unit receives the resources needed to be successful.

⁸⁹Richard Davis, "Army Guard Combat Brigade War Lessons Reflect Long Standing Problems," *GAO Report to Congress*, 5 May 1992.

APPENDIX 1: ACRONYMS

USAR	United States Army Reserve
AAR	After Action Reviews
AC	Active Component
ADCON	Administrative Control
AOR	Area of Responsibility
AR	Army Reserve
ARFORGEN	Army Forces Generation
ARNG	Army National Guard
ARSC	Army Reserve Support Command
ASOC	Army Service Component Commander
AT	Annual Training
BCTP	Battle Command Training Program
CBT	Combat
CDR	Commander
CEF	Contingency Expeditionary Force
Coll	Collective Training
CPX	Command Post Exercise
CS/CSS	Combat Support/Combat Service Support
CTC	Combat Training Centers
CUOPS	Current Operations
DA	Department of the Army
DAMPS	Department of the Army Mobilization Processing System
DCG	Deputy Commanding General

DEF	Deployment Expeditionary Force
DEMOB	Demobilization
DOD	Department of Defense
EXORD	Executive Order
FORSCOM	United States Army Forces Command
FRAGO	Fragmentary Order
FSO	Full Spectrum Operations
G3	Division Operations Officer
HQ	Head Quarters
IAW	In Accordance With
IDA	Institute for Defense Analyses
IDT	Inactive Duty Training
IMCOM	Installation Command
ING	Inactive National Guard
INTEL	Intelligence
IOC	Initial Operating Capability
IRR	Individual Ready Reserve
JA	Joint Assessment
JMRC	Joint Multinational Readiness Center
LSBn	Logistics Support Battalion
M/DOC	Mobilization and Demobilization Operations Center
MAINT	Maintenance
M-Date	Mobilization Date
METL	Mission Essential Task Lists
MOB	Mobilization

MRE	Mission Readiness Exercise
MRX	Mission Readiness Exercise
MSBn	Mobilization Support Battalion
MSG	Mobilization Support Group
MSROI	Movement, Staging, Reception and Onward Integration
MTC	Mission Time of Completion
MTC	Mission Training Center
NET	New Equipment Training
NOS	Notification of Sourcing
NTC	National Training Center
OC/T	Observer, Controller, and Trainer
Ops	Operations
OWT	Operation Warrior Trainer
P/EMC	Plans, Exercise, Movement, and Control (First Army)
PCS	Permanent Change of Station
PEMC	Plans, Exercise, Movement, and Control (NTC)
PLEX	Plans and Exercise
PPMT	Pre and Post-Mobilization Training
RC	Reserve Component
RCTC	Regional Collective Training Centers
REFRAD	Release From Active Duty
ROC Drill	Rehearsal of Concept Drill
S3	Brigade or Battalion Operations Officer
SFAT	Security Force Assistance Team
SGM	Sergeant Major

SRAAG	Senior Advisors to the Army Guard
SUST	Sustainment
T/M	Trainer Mentors
T/R	Train/Ready
TCS	Temporary Change of Station
TDY	Temporary Duty Assignment
TPU	Troop Program Unit
TRADOC	Training and Doctrine Command
TSB	Training Support Brigade
TSBn	Training Support Battalion
TTP	Tactics, Techniques, and Procedures
UE	Unified Endeavor
USARC	United States Army Reserve Command
USC	United States Code
WAREX	Warrior Exercise
WRX	Warfighter Exercise
XCTC	Exportable Combat Training Capability
XO	Executive Officer

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